

VOLUME XVI INDEX

NO. 1, FALL 1992	1-116
NO. 2, WINTER 1992	117-226
NO. 3, SPRING 1993	227-330
NO. 4, SUMMER 1993	331-464

A

Accountability: and deliberation, 188-189; government, 403

Accounting: private vs. public sector, 224, 225; standards, 224; in United Kingdom, 223. *See also* Budgeting

Administration. *See* Public administration

Administrative Analysis for Local Government: Practical Application of Selected Techniques, reviewed, 113

Administrators: action dilemmas, 439-441; productivity improvement efforts (study), 227-238. *See also* Appointed county administrators; Public administration

AIDS and the Public Work Force: Local Government Preparedness in Managing the Epidemic, reviewed, 113

Alesandrini, K., *Survive Information Overload: The Seven Best Ways to Manage Your Workload by Seeing the Big Picture*, reviewed, 329

Alexander, M., *Elementary and Secondary Education*, reviewed, 224-225

Ammons, D. N., *Administrative Analysis for Local Government: Practical Application of Selected Techniques*, reviewed, 113

Appointed county administrators: external/internal environment, 230-231; management style, 236; managerial behavior, 234; and organizational structure, 233-234; policy-making, 234-236; productivity improvement efforts (study), 227-238; professionalism, 231-232; revenue development efforts, 236-237; vision, 232-233

Appraisal. *See* Assessment; Developmental appraisal; Performance appraisal

Approach to Quality Improvement That Works, reviewed, 325

Arakov, R. M., *From Confrontation to Cooperation? U.S. and Soviet Aid to Developing Countries*, reviewed, 114

Ascher, W. A., *Natural Resource Policy-making in Developing Countries: Environment, Economic Growth, and Income Distribution*, reviewed, 115-116

Assessment: judgmental vs. developmental, 48; performance-based, 18. *See also* Developmental appraisal; Performance appraisal

Auditing, performance (case study), 432-436

B

Baker, R., *Public Administration in Small and Island States*, reviewed, 226

Baldridge award, 30-31

Ball, W. L., "Democratic Action and Productivity Improvement," 437-445

Ban, C., "Trainee Satisfaction and Training Impact: Issues in Training Evaluation," 299-314

Barbour, G. P., Jr., *Excellence in Managing: Practical Experiences from Community Development Agencies*, reviewed, 95-97

Barry, T. J., *Management Excellence Through Quality*, reviewed, 326

Baseline budgeting, 421-422

Behaviorally Anchored Rating Scales, 48

Benefit/reward model, 458

Boards of trustees, nonprofit, 226

Book Reviews: *Choice and Control in American Education*. Vol. 1: *The Theory of Choice and Control in Education*; Vol. 2: *The Practice of Choice, Decentralization, and School Restructuring*, 99-103; *Communicating for Results in Government: A Strategic Approach for Public Managers*, 219-222; "Comprehensive Perspectives on Public Productivity Improvement," 105-111; *Dual Career Couples in the Public Sector: A Management Guide for Human Resource Professionals*, 321-323; "Entrepreneurial Government," 315-320; *Excellence in Managing: Practical Experiences from*

Book reviews (continued)

Community Development Agencies, 95–97; *Exemplary Public Administrators: Character and Leadership in Government*, 215–219; "Juggle and Balance," 321–323; *Politics, Markets, and America's Schools*, 99–103; "Privatization and Educational Productivity," 99–103; *Public Productivity Handbook*, 105–111; *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*, 315–320; "Searching for Excellence in the Public Sector," 95–97

Bowman, J. S., "Quality Improvement in a State Agency Revisited," 53–64

Brocka, B., *Quality Management: Implementing the Best Ideas of the Masters*, reviewed, 326–327

Brocka, M. S., *Quality Management: Implementing the Best Ideas of the Masters*, reviewed, 326–327

Bruce, W. M., *Dual Career Couples in the Public Sector: A Management Guide for Human Resource Professionals*, reviewed, 321–323

Bradney, J. L., "Challenges to State Governments: Policy and Administrative Leadership in the 1990s," 1–21; "Volunteer Involvement in the Delivery of Public Services: Advantages and Disadvantages," 283–297; "Volunteers in the Delivery of Public Services," 255–256

Budgeting: baseline, 419–420; and choice, 447; as control instrument, 403–404; controls, 418–419; and federal mandates, 447–454; and incentives, 419–420; line-item, 404; and management by objectives, 404; as management tool, 404; and merit pay, 42; office culture, 420–421; performance, 405–407; and performance measurement, 404–407; program-based, 404–405; program planning and (PPB), 404; reform, 404; and reinventing government, 415–416, 423; state government, 16–17; target-based, 425–429; and total quality management, 32–33; zero-base, 16, 404, 425–426. See also Accounting; Federal budget mandates; Financial management

Bureaucracy: hierarchical vs. democratic, 442–444; and innovation, 153; role of, 439

Bureaucrats: and executive entrepreneurs, 174–175; initiative, 147; innovative, 153–154; rights/responsibilities, 148–149. See also Bureaucracy; Public managers

Burnaby, P. A., *Water and Wastewater Treatment*, reviewed, 224–225

Byrd, T. A., "Educational Needs of Information Systems Personnel and End-Users," 191–204

C

Callahan, K., "Fiscal Pressures and Productive Solutions," 331–348

Certified public manager (CPM) program, 13–14

"Challenge of Governing: Getting Things Done, The," 409–414

"Challenges to State Governments: Policy and Administrative Leadership in the 1990s," 1–21

Change: adaptive, 145, 153; alpha/beta/gamma, 81; entrepreneurial, 357–358; measurement of behavioral, 301–403, 310–312; resistance to, 379–380; state government, 2–10, 18; and strategic planning, 80–81; and total quality management, 26, 36, 73–74. See also Innovation; Organizational change

Choice and Control in American Education. Vol. 1: The Theory of Choice and Control in Education; Vol. 2: The Practice of Choice, Decentralization, and School Restructuring, reviewed, 99–103

Chubb, J. E., *Politics, Markets, and America's Schools*, reviewed, 99–103

"Citizen Response to Mandatory Recycling," 241–253

Clark, S. A., "Performance Auditing: A Public-Private Partnership," 431–436

Clune, W. H., *Choice and Control in American Education. Vol. 1: The Theory of Choice and Control in Education; Vol. 2: The Practice of Choice, Decentralization, and School Restructuring*, reviewed, 99–103

Collingridge, D., *Management of Scale: Big Organizations, Big Decisions, Big Mistakes, The*, reviewed, 328

Communicating for Results in Government: A Strategic Approach for Public Managers, reviewed, 219–222

Communication: in government, 222; manager, 212, 221; and organizational culture, 221; and politics, 220; and productivity, 221; public vs. private sector, 220; strategic, 220, 221

Competition, government, 316-317, 352-353, 361-362

Competitive appointment, 389-390

Comprehensive Paradigms: "Reinventing Government," 349-356; "Reinventing Government Is Not Enough: Invest in Government Productivity Growth," 357-369; "Comprehensive Perspectives on Public Productivity Improvement," 105-111

Computers: end-user training needs (study), 192-203; oriented organization, 339; system types, 191; and waste disposal, 339-340. *See also* Information technology (IT)

Conway, E., book notes by, 113-116, 325-329

Cooper, T. L., *Exemplary Public Administrators: Character and Leadership in Government*, reviewed, 215-219

Coproduction: defined, 255, 271; increase of, 272-273; and management style, 279-280. *See also* Volunteers

Corporate Makeover: How American Business Is Reshaping for the Future, reviewed, 113-114

Couples, dual career, 321-323

Culture: budget office, 420-421; elected-official, 83-85; executive management, 82-83; group, 81-82. *See also* Organizational culture

Customer-driven organizations, 317, 354-355, 374

Customers: choice in government, 354-355; defined, 387-388; internal/external, 392; as stakeholders, 371-372; and supplier relationship, 387-393; and total quality management, 32, 65-66; and training, 35

D

Daley, D. M., "Pay for Performance, Performance Appraisal, and Total Quality Management," 39-51; *Performance Appraisal in the Public Sector: Techniques and Applications*, reviewed, 329

Deliberation, and accountability, 188-189

Deming Prize, 30, 53

Demise of the "Reasonable Man": *A Cross-Cultural Study of a Legal Concept, The*, reviewed, 114

"Democratic Action and Productivity Improvement," 437-445

Democratic management, 442-444

Developmental appraisal, 45-48

"Diversity and Productivity: Lessons from the Corporate Sector," 457-463

"Does TQM Spell 'Time to Quit Merit?'" 387-394

Donovan, D., "Juggle and Balance," review by, 321-323

Downey, L. L., review by, 215-219

Dual Career Couples in the Public Sector: A Management Guide for Human Resource Professionals, reviewed, 321-323

E

Education: corporate, 458; and federal spending mandates, 452-453; information systems end-users/staff needs (study), 192-203; public professional, 443-444; and total quality management, 34-35. *See also* Training

Education and Training: "Educational Needs of Information Systems Personnel and End-Users," 191-204; "The Perception of Organizational Culture by Management Level: Implications for Training and Development," 205-213; "Strategic Planning in Municipal Government: A Tool for Expanding Cooperative Decision Making Between Elected and Appointed Officials," 77-93; "Trainee Satisfaction and Training Impact: Issues in Training Evaluation," 299-314

Education/training model, 458

"Educational Needs of Information Systems Personnel and End-Users," 191-204

Educational productivity: approaches, 99-100; and privatization, 100. *See also* Productivity

Efficiency: and effectiveness, 452; end-product, measures, 382; as productivity measure, 451-452; and quality improvement, 60-61. *See also* Productivity

Elementary and Secondary Education, reviewed, 224-225

Emergency medical service (EMS) volunteers (case study), 257-267

Employees: competitive appointment, 387-388; and developmental appraisal, 48; empowerment of, 159, 370, 385; and innovation, 149-150; investment in, 337-338; and performance appraisal systems, 384; performance assessment, 18; and quality improvement programs, 31, 65; as stakeholders, 372; training satisfaction/behavioral change (study), 304-312. *See also* Performance appraisal; Personnel management

Empowerment, 159, 372, 387

End-users (study), 192-203

"Entrepreneurial Government," 315-320

Entrepreneurs: executive, 174-175, 183-188; policy, 176, 181-188. *See also* Public entrepreneurs

Entrepreneurship. *See* Public entrepreneurship

Epstein, P. D., "Reinventing Government Is Not Enough: Invest in Government Productivity Growth," 357-369

Equal Opportunity Employment Commission, 11

Ethics: and behavior, 218; democratic public service management, 442-444; and virtue, 215-216

Excellence in Managing: Practical Experiences from Community Development Agencies, reviewed, 95-97

Exemplary Public Administrators: Character and Leadership in Government, reviewed, 215-219

Exemplary State and Local award program, 331, 333, 335, 336, 339, 341, 342-348

F

Faerman, S. R., "Trainee Satisfaction and Training Impact: Issues in Training Evaluation," 299-314

Featured Topic: "For All the Wrong Reasons? Implementing Volunteer Programs in Public Organizations," 271-282; "Implications of Total Quality Management for the Public Sector," 23-24; "Innovation in the Well-Functioning Public Agency," 141-156; "An Investigation into the Personality Profile of Policy Entrepreneurs," 173-190; "Pay for Performance, Performance Appraisal, and Total Quality Management," 39-51; "Promoting Innovations in the Public Sector," 157-171; "The Proverbs of Total Quality Management: Recharting the Path to Quality Improvement in the Public Sector," 25-37; "Public Entrepreneurship and Innovation," 137-140; "Quality Improvement in a Federal Defense Organization," 65-75; "Quality Improvement in a State Agency Revisited," 53-64; "Volunteer Involvement in the Delivery of Public Services: Advantages and Disadvantages," 283-297; "Volunteers in the Delivery of Public Services," 255-256; "Volunteers in Emergency Medical Service: A Case Study from Rural America," 257-269

Federal budget mandates: costs, 447; defined, 448-449; and fiscal retrenchment, 448; history, 449-450; and productivity, 451-453; rationale for, 450-451; reviewing/restructuring, 453-454

Feinberg, R. E., *From Confrontation to Cooperation? U.S. and Soviet Aid to Developing Countries*, reviewed, 114

Felts, A. A., "Entrepreneurial Government," review by, 315-320

Fifth National Public Sector Productivity Conference, 331

Financial Accounting Standards Board (FASB), 224

Financial management: and elected officials, 421-423; and fiscal change, 416-418; and structural balance, 417-418

"Financial Management and the Reinvention of Government," 415-423

Fire Department Programs, reviewed, 224-225

"Fiscal Pressures and Productive Solutions," 331-347

Fiscal uncertainty, 416-417, 430

Florida Department of Transportation: background, 54-55; quality improvement (study), 53-63; and team building, 55-58

"For All the Wrong Reasons? Implementing Volunteer Programs in Public Organizations," 271-282

Forsha, H. I., *The Pursuit of Quality Through Personal Change*, reviewed, 326

Forsythe, D. W., "Financial Management and the Reinvention of Government," 415-423

Fountain, J. R., *Elementary and Secondary Education*, reviewed, 224-225

French, B. J., "Quality Improvement in a State Agency Revisited," 53-64

From Confrontation to Cooperation? U.S. and Soviet Aid to Developing Countries, reviewed, 114

G

Gabris, G. T., "Strategic Planning in Municipal Government: A Tool for Expanding Cooperative Decision Making Between Elected and Appointed Officials," 77-93

Gaebler, T., *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*, reviewed, 315-320

Gaishi: The Foreign Company in Japan, reviewed, 114-115

Game theory, 85

Garnett, J., L., *Communicating for Results in Government: A Strategic Approach for Public Managers*, reviewed, 219-222

Gender: and organizational culture, 208, 212. *See also Women*

Generic management, 441-443

Georgia, local government volunteers (study), 287-296

Gilbert, G. R., "Quality Improvement in a Federal Defense Organization," 65-75

Glaser, M., "Reconciliation of Total Quality Management and Traditional Performance Improvement Tools," 379-386

Gleiber, D. W., "Citizen Response to Mandatory Recycling," 241-253

Goertz, R. K., "Target-Based Budgeting and Adaptations to Fiscal Uncertainty," 425-429

Government: bureaucracy, 315, 318, 350; catalytic, 352; citizen/employee involvement in, 318-319; communication in, 222; competitive, 316-317, 352-353; and competitive appointment, 389-390; customer-driven, 317, 354-355, 374; enterprising, 355-56; entrepreneurship in, 137-138, 173, 315-320; failures, 437-439; hierarchical vs. democratic, 442-444; invest-ment strategy, 362-368; and market-place incentives, 319; mission-driven, 319, 353, 374; and new technologies, 338-340; plan for effective, 332; and public trust, 1-2; quality management in, 376-377; results-oriented, 316-317, 353-354; spending mandates, 340-356; and strategic planning principles, 319; volunteers in (study), 273-280. *See also Local government; Public sector; State government*

Government Accounting Standards Board (GASB), 224-225, 336

Governmental Accounting Standards Board, *Research Report: Service Efforts and Accomplishments Reporting: Its Time Has Come*, reviewed, 224-225

Governor's Management Review Commission (GMRC) of New Jersey, 340-341

Grady, D. O., "Promoting Innovations in the Public Sector," 157-171

Grifel, S. S., "Performance Measurement and Budgetary Decision Making," 403-407

Growth, investment strategy, 362-368

H

Hall, P. D., *Inventing the Nonprofit Sector and Other Essays on Philanthropy, Voluntarism, and Nonprofit Organizations*, reviewed, 225-226

Hathaway, W. E., "Volunteers in Emergency Medical Service: A Case Study from Rural America," 257-269

Hatry, H. P., *Elementary and Secondary Education*, reviewed, 224-225; *Excellence in Managing: Practical Experiences from Community Development Agencies*, reviewed, 95-97

Healy, R., *Natural Resource Policymaking in Developing Countries: Environment, Economic Growth, and Income Distribution*, reviewed, 115-116

Hebert, F. T., "Challenges to State Governments: Policy and Administrative Leadership in the 1990s," 1-21

Herhold, S. H., *Water and Wastewater Treatment*, reviewed, 224-225

History of the Financial Control Function of Local Government Accounting in the United Kingdom, The, reviewed, 223-224

Holzer, M. H., "Fiscal Pressures and Productive Solutions," 332-348; *Public Productivity Handbook*, reviewed, 105-111

Human resource management (HRM): state government, 4, 10; and total quality management, 33

Hyde, A. C., "Implications of Total Quality Management for the Public Sector," 23-24; "The Proverbs of Total Quality Management: Recharting the Path to Quality Improvement in the Public Sector," 25-37

1

Ikerd, M. D., "Educational Needs of Information Systems Personnel and End-Users," 191-204

"Implications of Total Quality Management for the Public Sector," 23-24

Information systems (IS): end-users in state government, 194; personnel in organizations, 193-194; staff training needs (study), 192-203. *See also* Computers

Information technology (IT): defined, 191; and end-users/information systems staff training needs (study), 192-203; evaluating benefits of, 192; and human workers, 192; types, 191. *See also* Computers

Innovation: and administrative structure, 138, 141; bureaucratic, 153; employee discretion for, 149-150; in healthy/unhealthy public agencies, 150-151; importance of, 146; incentives/rewards for, 138, 159-160, 166-168; meaning of, 145-146; motivation toward, 146; perceptual congruence of environmental receptivity toward, 158-159, 165-166; politics of, 146-149; public manager role in, 151, 158-160, 161-165; public manager view of (study), 141-154; and public managers, 141-154, 160-169; public sector, research, 137, 157-158, 173; as public sector renewal mechanism, 137-138; strategy, 150; supportive climate for, 158, 161-165. *See also* Change; Innovation management

"Innovation in the Well-Functioning Public Agency," 141-156

Innovation management: and employee innovative discretion, 149-150; in healthy/unhealthy public agencies, 150-151; literature, 137, 157-158; and manager's role, 151, 158-160, 161-165; strategy, 150; theoretical premises, 158-160. *See also* Innovation Innovations Transfer Program of Council of State Governments, 160

Interface conflict: defined, 84; and elected-official culture, 83-84; and executive management culture, 82-83

Inventing the Nonprofit Sector and Other Essays on Philanthropy, Voluntarism, and Nonprofit Organizations, reviewed, 225-226

"Investigation into the Personality Profile of Policy Entrepreneurs, An," 173-190

Investment, and productivity, 362-368

"Is Budgeting About Choices?" 447-456

J

Jones, R., *The History of the Financial Control Function of Local Government Accounting in the United Kingdom*, reviewed, 223-224

"Juggle and Balance," 321-323

K

Kamensky, J. M., "Program Performance Measures: Designing a System to Manage for Results," 395-402

Kang, T. W., *Gaishi: The Foreign Company in Japan*, 114-115

Kearney, R. C., *Labor Relations in the Public Sector*, reviewed, 327-328

Keehley, P., "Does TQM Spell 'Time to Quit Merit?'" 387-394

Keeton, K. B., "The Perception of Organizational Culture by Management Level: Implications for Training and Development," 205-213

King, P. J., "An Investigation into the Personality Profile of Policy Entrepreneurs," 173-190

Kramer, F. A., "Searching for Excellence in the Public Sector," review by, 95-97

Kritzer, H. M., *Let's Make a Deal: Understanding the Negotiation Process in Ordinary Litigation*, reviewed, 115

L

Labor Relations in the Public Sector, reviewed, 327-328

Laudicina, E. V., "Diversity and Productivity: Lessons from the Corporate Sector," 457-463

Leadership: and administrative professionalism, 12-16; state government, 10-16, 18-19; and training, 35; and virtue, 215-216. *See also* Management; Public administration

Leadership, Perspectives, and Restructuring for Total Quality: An Essential Instrument to Improve Market Share and Productivity by Eminent Leaders of America's Most Competitive Companies, reviewed, 325-326

Learning: and change, 119-120; and training transfer, 299, 312. *See also* Training

Let's Make a Deal: Understanding the Negotiation Process in Ordinary Litigation, reviewed, 115

Lewis, E. B., "Precursors of Productivity Improvement Efforts by Appointed County Administrators," 227-239

Libraries: literacy programs in California, 273; political capital, 276-277; and politics, 278-279; resource base, 277-278

Literacy, programs and volunteers (study), 273-280

Local government: and federal budget mandates, 447-451; perceptions of organizational culture in (study), 206-213; project management systems, 409-414; and state government, 3; strategic planning (case example), 89-91; volunteers in (study), 287-296. *See also* Appointed county administrators

M

Management: communication, 212, 221; entrepreneurial, 272-273, 279-280; and excellence, 95-96; generic, 441-442; level and perceptions of organizational culture (study), 206-213; paradigms, 331-334; public service, ethic, 442-443; state government, 16-18; traditional, 373-374. *See also* Human resource management (HRM); Innovation management; Management

by objectives (MBO); Management training; Personnel management; Public managers; Total quality management

Management by objectives (MBO), 47-48, 404-405

Management Excellence Through Quality, reviewed, 326

Management for Quality: "Does TQM Spell 'Time to Quit Merit?'" 387-394; "Quality Government Is Government Of the People, By the People, For the People," 371-377; "Reconciliation of Total Quality Management and Traditional Performance Improvement Tools," 379-386

Management of Scale: Big Organizations, Big Decisions, Big Mistakes, The, reviewed, 328

Management training, state, 13-14

Managers. *See* Public managers

Mandates. *See* Federal budget mandates

Mandatory recycling. *See* Recycling

Mandell, M. B., "Volunteers in Emergency Medical Service: A Case Study from Rural America," 257-269

Marcone, P., "The Challenge of Governing: Getting Things Done," 409-415

Market-driven organizations, 353, 374, 391

Mass Transit, reviewed, 224-225

Maurer, C., book notes by, 113-116

Measurement: behavioral change, 301-403, 310-312; and performance assessment, 335

Mengistu, B., "The Perception of Organizational Culture by Management Level: Implications for Training and Development," 205-213

Merit, and total quality management, 389-390

Merit pay, 41-42. *See also* Pay-for-performance systems

Micro-Minicomputer Coordinating Council (M2C2) of New York, 339

Minorities, 12

Mission, 353

Mizaur, D. G., "Quality Government Is Government Of the People, By the People, For the People," 371-377

Moe, T. M., *Politics, Markets, and America's Schools*, reviewed, 99-103

Morality. *See* Ethics

Morley, E., *Excellence in Managing: Practical Experiences from Community Development Agencies*, reviewed, 95-97
 Morrison, A. M., *The New Leaders: Guidelines on Leadership Diversity in America*, reviewed, 328-329

N

National Association for State Information Systems, 17
 National Association of State Budget Officers (NASBO), 16
Natural Resource Policymaking in Developing Countries: Environment, Economic Growth, and Income Distribution, reviewed, 115-116
 New Jersey, target-based budgeting system, 425-429
 New Jersey Governor's Management Review Commission (GMRC), 431-436
New Leaders: Guidelines on Leadership Diversity in America, The, reviewed, 328-329
 New York City, Reform and Renaissance project management system, 409-414
 Nonprofit organizations (NPOs): boards, 226; growth, 225; revenues, 225-226
 Norris, D. F., "Volunteers in Emergency Medical Service: A Case Study from Rural America," 257-269
 Nunn, S., "Organizational Improvement: The Case of Village Creek," 117-136

O

Organization development (OD): and strategic planning, 80; and three-dimensional imaging, 84
 Organizational change: and chance, 118, 134; key considerations, 135-136; and organizational learning, 119-120; and performance gaps, 118-119; perspective, 118-120; and planned intervention, 118, 134; and public wastewater treatment agencies, 120; research, 119-120. *See also Change*
 Organizational culture: and communication, 221; defined, 81, 205; and gender, 208, 212; management perceptions of, and training and development (study), 206-213; models, 458-460; and shared value system, 205-206; single vs. mul-

tiple, model, 205-206, 211-212; unique, 205, 211-213. *See also Culture*
 "Organizational Improvement: The Case of Village Creek," 117-136
 Organizational learning, 119-120
 Organizations: bureaucratic, 439-440; customer-driven, 317, 354-355, 374; market-driven, 353, 374, 391; models for work-force diversity, 458-460; people-first, 374; and stakeholders, 371-373
 Osborne, D., "Reinventing Government," 349-356; *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*, reviewed, 315-320

P

Pajunen, S. M., *Excellence in Managing: Practical Experiences from Community Development Agencies*, reviewed, 95-97
 Paradigms: investment-in-growth, 362-368; management, 331-334; post-bureaucratic, 419; quality management, 374-376
 Parry, R. W., *Fire Department Programs*, reviewed, 224-225
Parties and Leaders in the Postreform House, reviewed, 116
 Partners in Productivity, 333
 "Pay for Performance, Performance Appraisal, and Total Quality Management," 39-51
 Pay-for-performance systems, 41-42
 People-first organizations, 374
Perception of Organizational Culture by Management Level: Implications for Training and Development, The, 205-213
 Performance appraisal: background/basis of, 39-40; criteria, 40; and customer feedback, 392-393; and developmental appraisal, 45-48; employee involvement in, 384; and group feedback, 393; and management by objectives, 47-48; as management technique, 39; problems, 45-46, 49; and total quality management, 34, 39-40, 44-45, 383, 391-393. *See also Performance assessment*
Performance Appraisal in the Public Sector: Techniques and Applications, reviewed, 329

Performance assessment: community-based government 364-365; and measurement, 335-336; and total quality management, 381-383. *See also* Performance appraisal; Performance enhancement; Performance measures; Program performance measurement

Performance Assessment: "The Challenge of Governing: Getting Things Done," 409-415; "Financial Management and the Reinvention of Government," 415-423; "Performance Measurement and Budgetary Decision Making," 403-407; "Program Performance Measures: Designing a System to Manage for Results," 395-402; "Target-Based Budgeting and Adaptations to Fiscal Uncertainty," 425-429

Performance auditing (case study), 432-436

"Performance Auditing: A Public-Private Partnership," 431-436

Performance budgeting, 404-407

Performance enhancement: program interaction, 380; resistance to, 379-380; tools and total quality management, 380-384. *See also* Performance assessment

Performance gap, 118-119

"Performance Measurement and Budgetary Decision Making," 403-407

Performance measures: context, 397-398; dimensions, 397; limitations, 398; public sector, 395-397; system design, 398-400; and total quality management, 380-383

Personnel management, and total quality management, 33-34. *See also* Employees; Management

Pierce, R. J., *Leadership, Perspectives, and Restructuring for Total Quality: An Essential Instrument to Improve Market Share and Productivity by Eminent Leaders of America's Most Competitive Companies*, reviewed, 325-326

Planning, programming, budgeting (PPB) movement, 16

Policy entrepreneurs, 176, 181-188. *See also* Public entrepreneurs

Politics: and administration dichotomy, 440; and budgeting, 423; and bureaucratic initiative, 147; and communication, 220; and creative initiative, 147-148; and innovation, 146-149; and library programs, 278-279; and public entrepreneurship, 358-360

Politics, Markets, and America's Schools, reviewed, 99-103

Power, 185-186

"Precursors of Productivity Improvement Efforts by Appointed County Administrators," 227-239

Prisoner's Dilemma: and elected/appointed officials, 86-88; origins, 85-86; rationality, 88-89

Private sector: communication, 220; entrepreneurs, 174-175, 183-188; and total quality management, 23, 25, 28-31

Privatization: challenge to public sector, 461; and educational productivity, 100; vs. public-private partnerships, 340

"Privatization and Educational Productivity," 99-103

Productivity: and budget mandates, 451-453; and communication, 221; defined, 451-452; and investment, 362-368; management perceptions of, 212; measurement, 31; movement, 157; and total quality management, 42-44. *See also* Educational productivity; Efficiency

Productivity improvement (PI): and appointed county administrators (study), 227-238; and democratic action, 437-445; effort index, 228-229; investment strategy for government, 362-368; and Partners in Productivity program, 333-334; public, 105-111; research, 227; state government, 17-18; and values implementation, 341; and volunteers, 283, 285. *See also* Total quality management (TQM)

Productivity in Review: "Challenges to State Governments: Policy and Administrative Leadership in the 1990s," 1-21; "Citizen Response to Mandatory Recycling," 241-253; "Organizational Improvement: The Case of Village Creek," 117-136; "Precursors of Productivity Improvement Efforts by Appointed County Administrators," 227-239

Program evaluation: and total quality management, 70-73, 380-381. *See also* Program performance measurement

Program performance measurement: characteristics, 401; defining value of, 398-400; and managerial/technical issues, 400; and performance measures, 395-397; results-oriented, 400-401; system design issues, 398-400. *See also* Performance assessment; Program evaluation

"Program Performance Measures: Designing a System to Manage for Results," 395-402

Program planning and budgeting (PPB), 404

Project management, New York City system, 409-414

Project Pacer Share, McClellan Air Force Base (Sacramento, Calif.): description, 66-67; employees, 69; labor-management relations, 68-69; program evaluation, 70-73; quality improvement reforms, 67-70; team building, 70; total quality management (study), 66-74; work reorganization, 67-68

"Promoting Innovations in the Public Sector," 157-171

"Proverbs of Total Quality Management: Recharting the Path to Quality Improvement in the Public Sector, The," 25-37

Public administration: democratic model, 442-444; ethical, 215-219, 442, 444; hierarchical/bureaucratic model, 141, 151-152, 441-442; reform, 141, 151; in small states, 226. *See also* Administrators; Leadership; Management

Public Administration in Small and Island States, reviewed, 226

Public administrators. *See* Administrators

Public entrepreneurs: achievement orientation, 182, 183; analytical ability, 183, 184; change agency, 182, 183; character development, 182; and deliberation, 188-189; ego development, 181-182, 186-187; in government organizations, 272-273, 279-280; innovative capacity, 183, 184; interactionist perspective, 187-188; interpersonal style, 184-185; leadership, 182-183; policy, 176, 181-188; and power, 185-186; and private entrepreneurs, 316; psychological profiles, 174-175; and public good, 188; study, 174-189; typology, 176. *See also* Entrepreneurs

Public entrepreneurship: and administrative structure, 138; change to, 357-358; organizational caveats, 360-362; political caveats, 358-360; principles, 315-319, 351-356; as renewal mechanism, 137-138; research, 137, 173. *See also* Reinventing government

"Public Entrepreneurship and Innovation," 137-140

Public good, 188

Public innovation. *See* Innovation

Public managers: and adaptive change, 152-153; communication, 212, 221; and hierarchical/administrative model of public administration, 151-152; and innovation (study), 141-154, 160-169; and politics, 146-149. *See also* Bureaucrats

Public-private partnerships, 340-341

Public-Private Partnerships: "Performance Auditing: A Public-Private Partnership," 431-436

Public Productivity Handbook, reviewed, 105-111

Public sector: advantages/disadvantages of volunteer participation in, 284-287, 294-296; customer agendas, 372; and dual career couples, 321-323; entrepreneurial climate in, 272-273, 279-280; healthy/unhealthy, agencies, 150-151; and performance measures, 395-397; performance/outcomes improvement, 142-143; resistance to change, 379-380; service gap, 142; and total quality management, 23, 25, 26-28, 34-36, 334, 380-384, 387; and work-force diversity, 461-462. *See also* Government; Public entrepreneurship

Public services delivery: failure, 315; objective standards, 336; and volunteers (study), 287-296

Public wastewater treatment agencies (PWTAs): and capital spending, 120; and change, 120, 134-135; complexity, 117-118; costs, 117; goals, 120; organizational change (case study), 120-136; political environment, 134; technological considerations, 134-135. *See also* Village Creek Wastewater Plant (Fort Worth, Tex.)

Pursuit of Quality Through Personal Change, The, reviewed, 326

Q

Quality circles movement, 28

"Quality Government Is Government Of the People, By the People, For the People," 371-377

Quality improvement: background, 28-29; and Baldrige award, 30-31; and efficiency, 60-61; and employee participation, 31, 65; in federal defense organization (study), 65-74; lessons, 30; and quality measurement, 31; and quality of work life, 58; state agency (study), 53-63; and team building, 55; training, 57. *See also* Performance appraisal; Total quality management (TQM)

"Quality Improvement in a Federal Defense Organization," 65-75

"Quality Improvement in a State Agency Revisited," 53-64

Quality management: defined, 334, 371; in government, 376-377; and stakeholder agendas, 374-376. *See also* Total quality management (TQM)

Quality Management: Implementing the Best Ideas of the Masters, reviewed, 326-327

Quality measurement, 31. *See also* Productivity improvement; Quality improvement

Quality of work life, 58-60

R

Raffel, J. A., "Privatization and Educational Productivity," review by, 99-103

"Reconciliation of Total Quality Management and Traditional Performance Improvement Tools," 379-386

Recycling: and computer-linked technology, 339-340; mandatory (study), 242-252; research, 241-242

Reed, C. M., *Dual Career Couples in the Public Sector: A Management Guide for Human Resource Professionals*, reviewed, 321-323

Reinventing government: and anticipatory principle, 319; and bureaucracy, 315, 318, 350; and catalytic principle, 352; caveats, 357-362; and customer-driven principle, 317, 354-355; and democratic principle, 318-319; and

enterprising principle, 355-356; and entrepreneurship, 316-319, 351-356; and financial management, 415-416, 423 and market-driven principle, 319; and mission-driven principle, 319, 353; premise, 315; and results-oriented principle, 316-317, 353-354

"Reinventing Government," 349-356

Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector, reviewed, 315-320

"Reinventing Government Is Not Enough: Invest in Government Productivity Growth," 357-369

Research Report: Service Efforts and Accomplishments Reporting: Its Time Has Come, reviewed, 224-225

Rethinking the Future: The Correspondence Between Geoffrey Vickers and Adolf Lowe, reviewed, 116

Roberts, N. C., "An Investigation into the Personality Profile of Policy Entrepreneurs," 173-190; "Public Entrepreneurship and Innovation," 137-140

Rohde, D. W., *Natural Resource Policymaking in Developing Countries: Environment, Economic Growth, and Income Distribution*, reviewed, 115-116

Rubin, M. A., *Sanitation Collection and Disposal*, reviewed, 224-225

Rural emergency medical service. *See* Emergency medical service (EMS): volunteer

S

Saltman, M., *The Demise of the "Reasonable Man": A Cross-Cultural Study of a Legal Concept*, reviewed, 114

Sanitation Collection and Disposal, reviewed, 224-225

"Searching for Excellence in the Public Sector," 95-97

Segal, H. H., *Corporate Makeover: How American Business Is Reshaping for the Future*, reviewed, 113-114

Sermier, E., "The Challenge of Governing: Getting Things Done," 409-415

Service gap, 142

Slack, J. D., *AIDS and the Public Work Force: Local Government Preparedness in Managing the Epidemic*, reviewed, 113

Stakeholders: customers as, 371–372; employees as, 372; funders as, 372–373; and quality management, 374–376

State government: agencies, 4, 10; budgeting, 16–17; centralization, 3; certified public manager program, 13–14; challenges, 1, 18–19; change, 2–10, 18; equal opportunity employment, 10–11; federal aid, 6; federal budget mandates, 447–451; financial resources, 4–10; human resources, 4, 10; information management, 17; information systems end-users (study), 192–203; innovation in (study), 160–169; and local government, 3, 7; management training, 13–14; and national government, 3, 6; performance auditing (case study), 431–436; performance-based employee assessment, 18; planning, programming, budgeting (PPB) movement, 16; productivity improvement, 17–18; professionalism, 12–16; and public trust, 2; quality improvement (study), 53–63; responsibilities, 2–3; small-state, 226; spending, 5–8; staffing, 10–16; structural/institutional resources, 4; target-based budgeting system (case study), 425–429; workforce diversity, 10–12; zero-base budget system, 16

Statistical process controls (SPCs), 43–44

Stevens, J., "Comprehensive Perspectives on Public Productivity Improvement," review by, 105–111

Strategic financial management, 416–418. *See also* Financial management

Strategic planning: and change, 80–81; and game theory, 85; government, 319; and interface conflict, 81–85; municipal government, 77–92; and Prisoner's Dilemma, 88–89; and professional managers, 81; pros and cons, 77–79; purpose, 79–81

"Strategic Planning in Municipal Government: A Tool for Expanding Cooperative Decision Making Between Elected and Appointed Officials," 77–93

Stratton, A. D., *Approach to Quality Improvement That Works*, reviewed, 325

Survive Information Overload: The Seven Best Ways to Manage Your Workload by Seeing the Big Picture, reviewed, 329

T

Talley, D. J., *Total Quality Management: Performance and Cost Measures: The Strategy for Economic Survival*, reviewed, 327

Target-based budgeting, 425–429

"Target-Based Budgeting and Adaptations to Fiscal Uncertainty," 425–429

Team building, 55–58, 70

Technology, 338–340. *See also* Information technology (IT)

Three-dimensional imaging, 84

Tipton, R., book notes by, 113–116, 223–226, 325–329

Total quality management (TQM): and budgeting, 32–33; and change, 26, 36, 73–74; and compensation, 34; and competitive appointment, 389–390; and customer-supplier relationship, 387–393; and customers, 32, 65–66; defined, 26, 334; and developmental appraisal, 45–48; and employee motivation, 65; in federal defense organization (study), 65–74; flexible approach to, 27, 28; and human resource management, 33; implementation, 27, 31–35; literature, 27–28; long-term dimension of, 26; and merit, 388–389; and performance appraisal, 34, 39–40, 44–45, 383, 391–393; and performance enhancement tools, 334, 380–384; and performance measurement, 381–383; and personnel management, 33–34; and private sector, 23, 25, 28–31; and productivity theory, 42–44; and program evaluation, 380–381; and public sector, 23, 25, 26–28, 34–36; and quality circles movement, 28; and quality measurement, 31; in state agency (study), 53–63; and statistical process controls, 43–44; as strategic integrated management system, 334; tenets, 43, 387; and training/education, 34–35; and unions, 31–31. *See also* Quality management; *Total Quality Management: Performance and Cost Measures: The Strategy for Economic Survival*, reviewed, 327

Traditional management, 373–374

"Trainee Satisfaction and Training Impact: Issues in Training Evaluation," 299–31

Training: and Behaviorally Anchored Rat-

ing Scales, 48; corporate, 458; costs, 299; information systems end-users/staff needs (study), 192-203; and leadership, 35; and learning transfer, 299, 312; and management by objectives, 48; and perceptions of organizational culture (study), 206-213; and total quality management, 34-35; and trainee satisfaction/behavioral change (study), 304-312. *See also* Education; Management training

Training evaluation: and behavioral outcomes, 301, 304, 310-312; and change measurement methodology, 301-304, 310-312; model, 300-301; research, 299-301; resistance to, 300-301

Training Information and Resource Center (TIRC) of Illinois, 338

U

Unions, 31-32

United Kingdom, 223

V

Value Implementation: "Democratic Action and Productivity Improvement," 437-445; "Diversity and Productivity: Lessons from the Corporate Sector," 457-463; "Is Budgeting About Choices?" 447-456

Values implementation, 340\

Vickers, J., *Rethinking the Future: The Correspondence Between Geoffrey Vickers and Adolf Lowe*, reviewed, 116

Village Creek Wastewater Plant (Fort Worth, Tex.): budgeting/expenditure changes, 127-128; capital spending changes, 128-130; and change, 122-126, 133-136; and citizen activism, 123-124; and growth, 121; organizational structure, 121-122; and political background, 125-126, 134; reorganization, 126-127, 129; study, 120-136; technology, 121, 134-135; training program, 130-131; work-force differentiation, 131-132. *See also* Public wastewater treatment agencies (PWTAs)

Virtue, 215-216. *See also* Ethics

"Volunteer Involvement in the Delivery of Public Services: Advantages and Disadvantages," 283-297

Volunteers: advantages of, 284-285, 294-295; disadvantages of, 285-287, 295-296; emergency medical service (case study), 257-267; funding, programs, 295; in government organizations (study), 273-280; in literacy programs, 273; and productivity improvement, 283, 285; and public services delivery (study), 287-296; research, 271-272, 284-287. *See also* Coproduction

"Volunteers in Emergency Medical Service: A Case Study from Rural America," 257-269

"Volunteers in the Delivery of Public Services," 255-256

W

Wallace, W. A., *Mass Transit*, reviewed, 224-225

Walter, V. A., "For All the Wrong Reasons? Implementing Volunteer Programs in Public Organizations," 271-282

Ward, J. D., "Citizen Response to Mandatory Recycling," 241-253

Waste disposal, 241. *See also* Recycling; Wastewater treatment

Wastewater treatment plants. *See* Public wastewater treatment agencies (PWTAs)

Water and Wastewater Treatment, reviewed, 224-225

Watkins, A. V., book notes by, 325-329

Webb, G. M., review by, 219-222

Weikart, L. A., "Is Budgeting About Choices?" 447-456

Wicomico County (Md.) volunteer emergency medical services (case study), 257-267

Wilson, W., 141, 151

Winona (Minn.) recycling program (study), 242-252

Witte, J. F., *Choice and Control in American Education*. Vol. 1: *The Theory of Choice and Control in Education*; Vol. 2: *The Practice of Choice, Decentralization, and School Restructuring*, reviewed, 99-103

Women: and organizational culture, 208, 212; in state government, 12. *See also* Gender

Work force: and corporate response models, 458-460; plan, 337; public sector approaches to, diversity, 460-461

Wright, D. S., "Challenges to State Governments: Policy and Administrative Leadership in the 1990s," 1-21

Wright, N. D., *Exemplary Public Administrators: Character and Leadership in Government*, reviewed, 215-219

Z

Zegans, M. C., "Innovation in the Well-Functioning Public Agency," 141-156

Zero-base budget (ZBB) system, 16, 404, 425-426

